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Mr. Dulles  
1954 Agency Orientation Course, No. 2

7 May 1954

Matt Baird, ladies and gentlemen. One advantage may be of being Director is that when these Orientation Courses come around, I don't have to prepare a speech as I used to have to prepare one in the days when I was Deputy, as I consider this as a time when you talk to me and ask me questions and then I do my best to answer them. I do like to take the occasion though of these meetings to emphasize the extent to which from the Director down, we are all back of this training program. There's nothing more important in the Agency than this. I wish the courses could be longer. Now that we're getting an almost daily much better insight into the inner-workings of the Soviet apparatus while I don't think we should ape them in most respects, we do find that the one thing that the Soviets have learned is the absolute necessity of meticulous training and they give a great ~~ma~~ deal more time and a great deal more attention to it than we do. In this respect I think we can take a leaf out of their book. In any event I want to assure Matt Baird and I want to assure all of you that any time you spend in training is not lost and if there is anything we can do upon what they call I think "the hill" or whatever they call it up there, to give more backing, we will do so. That's particularly important because of the fact/that almost everyday new responsibilities are being placed on us. You'd be surprised at the number of times when/at the

National Security Council at these weekly meetings that are taking on more and more importance as the world is getting more and more complex you come to some problem that seems insoluble and maybe is almost

insoluble and no one knows quite what to do about it, as sort of a last

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resort they'll say, well, let CIA do it. <sup>W</sup> Well if we're going to do all these things, we're certainly going to have to put more emphasis on our training and on our skills. <sup>I</sup> I might just say a word about our budget. I have found in dealing with the Congress and we have had a series of sessions with a selected group of the House Committee on Appropriations and <sup>we</sup> ~~will~~ probably will have the same shortly with a Senate group, that they are most understanding of our needs on the financial side, and that I believe that we can count upon the support of the Congress to give us the funds that are vitally essential to our work. That will be the case if the budget that ~~has~~ already been passed by the House of Representatives is substantially approved by the Senate. <sup>H</sup> I was here with you when Congressman Judd made his inspiring talk. If you needed anything to convince you of the importance of the work <sup>of</sup> ~~that~~ the intelligence officers of government, not only ~~of~~ <sup>in</sup> the CIA but in State Department, the Armed Services and elsewhere, ~~the importance of their work certainly~~ that talk of his, that inspiring address, should have convinced you of it. We look back and see the mistakes that were made in the past because of faulty intelligence. We realize the burden of ~~xxx~~ responsibility that lies on us in the need <sup>S</sup> for a difficult time ahead. to try to see that the policy makers have the intelligence they <sup>require</sup> ~~need~~ for their guidance, as well as the trained persons in the operational field to carry out the delicate tasks that the situation in the world requires of us.

\* \* \* \* \*  
I really want to say one more thing this morning before ~~asking~~ <sup>answering</sup> your questions. I want to make very clear the position of this Agency on one point that may have been raised in the minds of some of you by reading the papers during the last couple of days. As far as I am concerned

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the issue is absolutely clear~~that~~ that no one in this Agency has any right to make any use outside of this Agency except as specifically authorized<sup>per</sup> of any documents, information, or classified material of any character that they obtained here. Any action of that kind by anybody will not be tolerated and will be a cause for immediate dismissal. <sup>H</sup> If those that conduct this Agency cannot be trusted to take the necessary steps with regard to ~~steps~~ threats of infiltration of Communism in our ranks, or Communist activities elsewhere within the reach of our authority, then we should be dismissed. No one shall take the law into his own hands in this respect as far as I am concerned, and I want to make and give you this solemn warning, I'm sure you understand it and that you'll follow it. Thank you very much.

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